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**Development and Application of Looped
Optimization Model of Team Building
——Case Research of Beijing Haitian
Decoration Group**

**(Application for Executive DBA Degree of Université
Paris-Dauphine)**

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ABSTRACT

This research develops the theoretical frame of Team Building Looped Optimization Model and applies it in business practices. This optimized theory mainly targets at the new team composed of new employees and uses rational motivation mechanism and rules of elimination to encourage them to cooperate and compete in order to improve the performance and management of the group. The theory begins with "obtaining a small victory" and then promotes the publicizing of their achievements to build their confidence and lead them to a correct track through making use of their desire to advance. Then, the team is expanded through adding employees and rules and trainings are made to further enhance cohesiveness and coordination of the team. Performance competitions are carried out to help them realize their weaknesses. Assessment and mechanism of elimination can increase business pressure so that the team can always keep strong competitive morale.

The structure of this paper is question-oriented. Chapter I introduced the key elements influencing the selection of the topic and uses case study and qualitative-quantitative combined method to research and reflect on the application of Team Building Looped Optimization Model in Haitian Decoration Group's teams. In Chapter II, various management theories used in the following analysis are introduced in details. By commenting on the advantages and limitations of these theories, a theoretical basis for proposing and perfecting the Team Building Looped Optimization Model in Chapter V is provided; Chapter III mainly introduces the Team Building of Haitian Decoration Group by analyzing their existing advantages and potentiality which needs to be developed from the perspectives of the Group's background and the structure of its members. Chapter IV contains the data and cases gathered in the training and teaching practicing in the Group. The typical cases are selected for the analysis on the necessity of applying the Team Building Looped Optimization Model to provide a practical and statistical basis for proposing a perfected and convincing theory in Chapter V. Chapter V is to summarize and review, which systematically proposes a Team Looped Optimization Model by summarizing the management theories, management experiences and data in the previous chapters. By evaluating the outlook of the application of the theory in Chapter V and the theory's status and significance in business management and management development, Chapter VI highlights the superiority of its theoretical innovation and application effectiveness. Therefore, the Team Looped Optimization Model will not only become the innovation in management theory, but also be a powerful helper for corporate development, especially for the ability improvement of corporate departments.

Keywords: Team guidance timing; Team work tiredness; Team Looped Optimization Model

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After one year, this doctoral dissertation is finally accomplished before the deadline. Reviewing the process of composing the dissertation, I heartedly feel the difficulty and hardship of academic research.

Team optimization theory research is an extremely challenging topic. One year and half ago, Prof. Jing Runtian, my mentor and a senior scholar in the field of leadership and organization theory in China captured the research value of this issue with his high acuity for academic frontier and suggested that I selected it as the research orientation of my doctoral dissertation. In the beginning, I felt upset when I considered this topic. There were not only plenty of theoretical knowledge not much familiar to me, such as team guidance, which was involved in this topic, but also extremely limited amount of direct relevant literature reviews that were gathered in the topic selection demonstration. And foreign literature and researches did not directly study the team optimization process. It could be predicted that the selection of this topic would bring great challenges in the writing of the dissertation. From the discussion with the doctoral classmates in the same major and senior schoolmates from the same mentor, they also thought that this selected topic was difficult, which made me lose the confidence for a while. But from the discussion with my mentor Prof. Jing Runtian, he gave me much encouragement and support, assisted me in analyzing the research approach, enlightened me in the process of considering and solving the key issues and challenges in the dissertation, and came up with his unique opinions. With the careful guidance from Mr. Jing, I finally resolved to hold on and selected the topic of Team Looped Optimization as the selected topic of my doctoral dissertation.

After the determination of the selected topic, I started to gather sources and drafted the research outline of the dissertation in Jan.2016. In the process of composing, I came up against dilemma again, not able to find the way out in the division of team theories for some time. Later, I researched and read plenty of books and literature in leadership, Team Building theories and social psychology, discussed with the classmates from the same major for many times, and finally solved this problem from the perspective of team operational mechanism. .

In the process of solving the problem, there were also a lot of challenges, such as the mechanism analysis on team member motivation in the team development process, quantitative and model structuring of team guidance timing in case study. I discussed with the mentor and senior schoolmates from the same mentor and read various types of literature time

after time. Every problem was gradually solved through repetitive pondering, which finally generated this doctoral degree dissertation. The efforts from my mentor, Prof. Jing Runtian, the assistance from the brothers and sisters from the same major, the encouragement from the classmates and friends, and my own endeavors were embedded in the dissertation in the process of composing the whole dissertation from the start of topic selection to the final version determination, from the determination of dissertation outline frame to the selection of a single word. To think back all these, it was really painstaking to achieve this.

In the process of composing the dissertation, I did not only heartedly understand the difficulty in academic research but also realize my limited knowledge and superficial learning. Though the dissertation is preliminarily accomplished, I am fully aware of that my research is just a most fundamental try, where the consideration on many issues is not mature, the analysis is not thorough enough and many shortcomings and mistakes can even exist. I wish that I would receive more criticisms and corrections to help me better perfect this paper and carry out subsequent research in this field.

The ocean of knowledge stretches out beyond the horizon. I regard the completion of the doctoral dissertation as the start of another learning path. From now, I will continuously pay close attention to the research in the field of team management, bear the mentor's teachings in mind, conduct myself down-to-earth, and work diligently and rigorously in the ever-lasting thinking and exploration. I will not fail the fostering of the mentor, the support from the classmates and friends, the expectations from my family and my own life.

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TABLE OF CONTENT

DECLARATION OF CONFIDENTIALITY AND AUTHORIZATION.....	
ABSTRACT.....	I
ACKNOWLEDGEMENT.....	II
TABLE OF CONTENT.....	V
Chapter I Introduction.....	1
1.1 Research Background.....	1
1.2 Raise of Questions.....	2
1.3 Research methods and article framework.....	4
1.4 Innovation points and challenges.....	5
Chapter II Literature Review.....	8
2.1 Theory of team and team management.....	12
2.2 Team life cycle theory.....	18
2.3 Team guidance theory.....	21
Chapter III Team Status Quo of Haitian Decoration Group.....	29
3.1 Overview of the development of Chinese decoration industry.....	29
3.2 Introduction of Haitian.....	32
Chapter IV Investigation and Analysis of Classical Cases.....	39
4.1 Basis of case selection.....	39
4.2 Collection of research data.....	40
4.3 Case description.....	44
4.3.1 Research environment.....	44
4.3.2 Work team of Shiyan Haitian.....	46
4.3.3 Work team of Jicheng Decoration.....	50
4.3.4 Work team of Olund.....	55
4.4 Analysis of classical cases.....	59
Chapter V Establishment of Team Building Looped Optimization Model.....	79
5.1 Solving strategy of typical cases.....	79
5.2 Supplementary Case Study.....	84
5.3 Looped optimization model of team building.....	96
5.4 The Analysis of Employees' Perception on Looped Optimization.....	111
Chapter VI Research Conclusions.....	121
6.1 Theoretical significance.....	122
6.2 Practical significance.....	125
6.3 Research limitations and future research directions.....	126
Appendix Interview Questions.....	129
Bibliography.....	138
Declaration.....	144

Resume..... 145

List of Figures

Figure 1 Team Guidance Timing Discovery	23
Figure 2 Team Power Levels.....	24
Figure 3 Completion Pace of Team Tasks	25
Figure 4 Presentation of Team Workflow in Transition Phase and Action Phase	26
Figure 5 Organizational Structures of Haitian Branch Offices	36
Figure 6 Tri-ring Figure of Enterprise Development	38
Figure 7 Performance Growth of Three Companies	73
Figure 8 Team Looped Optimization Model.....	97
Figure 9 Point B Substitution Method Diagram.....	103

List of tables

Table 1 Basic Conditions of Interviewees	43
Table 2 Performances of Three Branch Offices in Recent 5 Years	46
Table 3 Team Guidance Level and Working Phase	63
Table 4 Team Guidance Process.....	67